

Operations Management

Detailed Agenda for Kaizen Event

[Student Name]

[School]

[Course/Number]

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[Instructor Name]

### **Potential Kaizen Events**

1. Standardizing processes to reduce the time taken in the process of developing the final report.
2. Training and capacity building on vehicle investigations.
3. Standardizing processes in vehicle investigation to optimize activities and reduce times.
4. Role definition in scene investigation.

### **Selected Event**

Standardizing processes to reduce the time taken in the process of developing the final report

### **Rationale**

The final report activity takes a substantial amount of time during the investigation process. Since each team has members of different expertise, an analysis of the processes involved in final reporting will enable the team to reduce the time taken and increase team efficiency. To achieve this, the team will be trained in the practices that save time on each activity. This practices involve the creation of templates, collaboration and running operations concurrently.

### **Objectives of the Event**

This event aims at improving efficiency in the process of final reporting. The event emphasizes minimizing the time used in the final reporting activity by developing procedures and practices that define a new approach.

### **Scope of the Event**

The training will cover critical areas of final reporting which includes summarizing the scene, summarizing the cause of injuries, summarizing vehicle inspection, summarizing calculations and case disposition. The Event will cover the tasked performed by team members with the aim of enabling each team member to complete each task independently and

concurrently. Training will be on the practices and skills needed to develop final report efficiently and in a reduced time. The goals of training will be to develop team members who can perform tasks concurrently and hence minimize the time taken in the investigation. Scheduling concurrent activities will help reduce the time taken and also ensure all learned skills are well utilized.

### Detailed Agenda for Kaizen Event on processes involved in developing the Final Report

Day	Times	Session Topics	Lean Tools	Output/ Deliverables	Rationale
Day 1	Morning	Kick off session Kaizen Event on the process of Final report overview (objectives) Focused training Introduction to Kaizen tools such as VSM	PPT presentation, Histograms,	Oriented team members Better understanding of Kaizen events	The kick off session will emphasize on the need for the event and grant authority to team members to perform the changes. Also, an overview of the events will introduce team members to the objectives of the Kaizen event and individual responsibilities in the Kaizen process.
	Afternoon	Current and future state VSM review End of the day briefing	Value Stream Diagram Cause and effect diagram	Better understanding of the current and future state	Reviewing the VSM will enable in identifying the elements of waste (Udoka, 2004). These topics will help in identifying the expected future conditions. The end of day briefing will help in summarizing the day's activities and setting the priorities for the activities of the second day.
Day 2	Morning	Status and agenda review Assess takt time data Identify and prioritize bottlenecks in summarizing the	Histograms, Pareto charts, Brainstorming	Team work analysis and collaboration Correct analysis of takt time data	Assessing takt times will help in getting a better understanding on the efficiency of teams in different situations.

		scene, summarizing the cause of injuries, summarizing vehicle inspection, summarizing calculations, case disposition Update VSM		Collaboration in identification of waste areas	This will also help in identification of the waste areas. Updating the VSM will create an approach for monitoring change.
	Afternoon	Begin Root cause analysis End of the day briefing	Cause-effect diagrams, histogram and pareto charts	Improved understanding of the cause of time wastage	A root-cause analysis will identify the underlying factors that cause time wastage
Day 3	Morning	Status and Agenda review Develop and identify solutions to eliminate chosen waste in final reporting processes Develop new flow scenarios with new combinations of the processes Brainstorm for improvement ideas Select and prioritize improvement ideas Identify additional resources for completion of final report task list Report on any potential roadblocks or barriers	VSM, Brainstorming, cause and effect diagrams, affinity diagrams, Histograms and pareto charts	Solutions to identified problem areas, New Flow Scenarios and combinations, Improvements and barriers	The root-cause analysis identifies the areas of time wastage within final reporting. Brainstorming on improvement ideas and prioritization will help in addressing the underlying issues that cause time wastage (Farris et al., 2008).
	Afternoon	Create a future state VSM Begin testing by implementation End of the day briefing	VSM, Histogram	Future State VSM Better understanding of the new approach	The future state VSM will be created to illustrate the changes visually. The changes identified earlier in the day will be tested on this day to minimize the burden of the fourth day.
Day 4	Morning	Continue testing of new flow scenarios in final reporting	VSM, Histogram	Implementation of changes Team feedback and participation	Testing will ensure that the changes to be implemented are plausible while input of

		Obtain team members input Training and equipping of members Piloting new processes		Usage of the new approaches	team members will provide room for better implementation (De Haan et al., 2012). Piloting the new process of final reporting will provide data for feedback and minor changes
	Afternoon	Stakeholder feedback End of day briefing	VSM, Histogram	Usage of the new processes	Feedback will provide information for minor changes (Doolen et al., 2008)
Day 5	Morning	Launch new processes Create a sustainability plan Document events and a report based on results	Check sheets	Sustainability Plan Document changes and results	A sustainability report will the teams communicate with internal and external stakeholders on the changes. A documentation of the changes and results will provide room for references and alterations.
	Afternoon	Conduct an analysis of the Kaizen event Debrief Celebration	Histogram, PPT presentation	Kaizen report Debriefing document	By conducting an analysis of this Kaizen event, the team can identify best practices and propose changes in future Kaizen events.

The Kaizen Event will take five days in which fast and intense process headway the development of a new process in final reporting. Even though the process should be fast, data analysis an essential process that will ensures the Kaizen event is effective and accurate (Glover et al., 2014). Therefore, this event will cover five days to ensure that data and curated ideas that support the rapid change are correctly sourced and team members have a good grasp of the new processes. The session topics are arranged from the first steps of current state documentation of

the final reporting process, evaluation of present methods, defining and planning of future process of final reporting, Implementation of changes, and finally, usage of new means of final reporting and a debrief. This structure helps in covering all the elements of the Kaizen process and ensure progress toward achieving a lean final reporting process.

The choice of lean tools is based on the data present in fatal crashes, previous investigations, team dynamics and the tasks at hand. Pareto diagrams, graphs, and histograms will be used as analytical tools for data collected from earlier investigations while affinity diagrams and cause and effect diagrams will be applied as collaborative tools for developing new practices in final reporting. Value Stream Mapping will be used in monitoring progress and conducting the root-cause analysis. The details offered by VSM such as related tasks and process flow makes the tool a fundamental instrument in this Event. In each session, the tools used as well as the processes involved define the output expected. The choice of output is based on the input and the expected outcome of the input.

The Kaizen event will be keen on identifying the areas of waste in the processes of developing the final report. After determining the elements of waste, team members will select and prioritize solutions. The new solutions will be fused to create new flow scenarios and combinations to be used in the process of final reporting. The team will then identify improvement areas as well as potential barriers to successful usage of the new approaches in developing the final report. This essential process will be followed by testing and implementation of the new processes. Team member input as well as feedback from stakeholders such as customers will guide minor alterations.

## References

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- Farris, J. A., Van Aken, E. M., Doolen, T. L., & Worley, J. (2008). Learning from less successful Kaizen events: a case study. *Engineering Management Journal*, 20(3), 10-20.
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